



INSTALLATION MANAGEMENT

INTRODUCTION

Army installations are:

- *home to the force;*
- *serving our Nation in peace and war;*
- *continuously improving communities of quality facilities and excellent services;*
- *valued neighbors, trusted community partners, and recognized leaders in city management and public administration;*
- *environmental stewards for present and future generations; and*
- *world-class strategic power projection and sustainment bases.*

The installations of America's Army are changing to meet the demands of training highly technical forces within limited geographical and physical assets; mobilizing and frequently deploying and recovering operating forces; and providing sustainment and support services beyond the installation boundaries. Army installations also provide the quality of life that soldiers, families, and workers deserve.

The ability to deploy forces rapidly from platforms within the United States is central to installations' role. Army installations today face tougher challenges than ever before, as years of underfunding have caused infrastructure deterioration. As the Army's budget continues to shrink, the management of installations becomes even more critical.

Installation Status Report

In an effort to improve management of limited installation resources, the Army has developed a new decision support system, the Installation Status Report (ISR). The ISR is designed to assess installation conditions against Army-wide standards,

articulate needs, estimate resource requirements for improvements, assist in allocation of resources, and measure progress. Ratings mirror the Unit Status Report, with C1 and C2 considered "green," C3 considered "amber," and C4 considered "red" or inadequate.

When completed, the ISR will comprise of three parts. Part I, Infrastructure, approved for implementation in July 1994, provides an evaluation of the quality and quantity of facilities by category: Mission, Strategic Mobility, Housing, Community, and Utility Systems. FY 1996 was the first world-wide submission. Our facilities are "C-3" or amber for both quantity and quality. Part II, Environment, approved in October 1995, will provide an evaluation of major environmental programs. All CONUS installations performed the ISR II this year. Installation assessments were generally accurate, but since the standards allowed some room for individual interpretation, there is variability between installations. The overall C rating for CONUS was C2, with C2 for environmental

compliance, C2 for conservation, C1 for restoration, C2 for pollution prevention, and C2 for the foundation program. Part III, Services, will include Malcolm Baldrige- based criteria (still under development) for assessing Army installations. When complete and fully integrated, the ISR will provide an overall picture of an installation's status and show how deficiencies in installation conditions affect mission performance and the environment. The ISR will eliminate or streamline numerous existing reports and processes. In summary, ISR offers the potential for outcome oriented resourcing and improved management of Army Installations.

Facilities

The Army operates and maintains more than 200 installations and military communities in the continental United States and overseas. The cost to replace all of the Army's real property with state-of-the-art facilities would be about \$168 billion, plus the cost of 12.6 million acres of land.

The Army is continuing to reduce its infrastructure significantly to support a smaller force that is based primarily in the continental United States. The installations that support Army forces must be world- class power projection platforms and must provide quality living and working environments for soldiers, their families, and civilian workers. Modernization of the installation infrastructure is as

fundamental to force readiness as is modernization of the operating force. However, funds for replacement of essential facilities have decreased steadily over recent years, resulting in increased costs for operating and maintaining aging and deteriorating facilities. Congressional recognition of the seriousness of this deterioration resulted in increased funding for Real Property Maintenance in FY 1995 and FY 1996.

Base Operations and Real Property Maintenance Funding (\$ Millions)

	Total Base Operations *	Real Property Maintenance *
FY 93	\$5,498	\$1,333
FY 94	\$4,514	\$ 981
FY 95	\$4,712	\$1,084
FY 96	\$5,374	\$1,257
% Change - FY 95 -96	+14	+16

* Total Base Operations includes Real Property Maintenance.

Revitalization is the cornerstone of the Army's vision to provide excellent facilities. Revitalization must be applied in a systematic way to repair, upgrade, or replace infrastructure. The Army has a number of ongoing initiatives to help fulfill this strategy.

Army Facilities Initiatives

Initiative	Description
Army Whole Barracks Renewal Program	Upgrade of Army barracks in the U.S. by FY 2007, Europe by FY 2010, and Korea by FY 2014. Program began in FY 1994 and emphasizes a holistic approach to upgrade/replace facilities to new barracks standards. Coupled with the operations and maintenance Barracks Upgrade Program beginning in FY 1998, the program will substantially improve single soldier quality of life.
Facility Reduction Programs	Installations are required to dispose of 1 square foot of temporary facilities for each square foot of new construction, improve utilization of permanent facilities, consolidate in the best facilities, and dispose of the worst ones.
Whole Neighborhood Revitalization Program	Concentrates on renewing whole neighborhoods at a time, by revitalizing Army Family Housing dwelling units, or replacing quarters uneconomical to revitalize; includes the supporting infrastructure and amenities.
Privatization of Utility System	Reduces utility capital investment costs by establishing partnerships with local municipalities, regional authorities, or private utility companies and transferring the government-owned systems in return for non-federally financed modernization and complete operation, maintenance, and repairs to regulatory or industry standards.

Overseas, the Army is executive agent for Host Nation construction in the Pacific and has oversight responsibility for all Host Nation-funded projects for the Army, Navy, Air Force and Marines. In FY 1996, Germany contributed \$113.2 million toward barracks construction through the Payment in Kind program. Japan and Korea contributed \$1.1 billion for the design and construction of facilities for U.S. forces stationed in their countries.

Goals, Objectives, and Performance Measures

Goal: *Quality facilities for America's Army.*

Objective: *Modernize the installation infra-structure.* The Army objective is to revitalize its entire infrastructure so that, in general, each facility is less than 57 years of age, except that barracks would be no older than 25 years and housing should be no older than 35 years.

Measure: Revitalization cycle years The Revitalization Cycle is the number of years it would take to revitalize the entire Army infrastructure (assuming straight-line funding).

GOAL (# Yrs)			
FY 93 - 95	57	57	35
FY 96 and After	57	25	35

Results: During FY 1996, we did not meet our goals. For all facilities, our cycle is approximately 61 years. We are at 28 years for barracks and 63 for family housing.

Objective: *Improve utilities services and reduce utilities costs through privatization*

Measure: Utility systems transferred

Results: During FY 1996, three utilities at two installations were transferred.

Objective: *Eliminate nonessential facilities.* An effective power projection infrastructure is one that fits the mission. A facilities base that "fits" consists of permanent structures, at the proper locations, sized correctly to support the units and equipment that use them. Requirements to maintain nonessential facilities dilute the resources needed to support the power projection infrastructure.

Revitalization Cycle Years

	Facilities	Barracks	Army Family Housing

Measure: Excess facilities demolished

Results: During FY 1996, 5.4 million square feet were eliminated through the Facilities Reduction Program, bringing the program total to 38.7 million square feet.

Objective: *Achieve savings by completing all Base Realignment and Closure (BRAC) actions.*

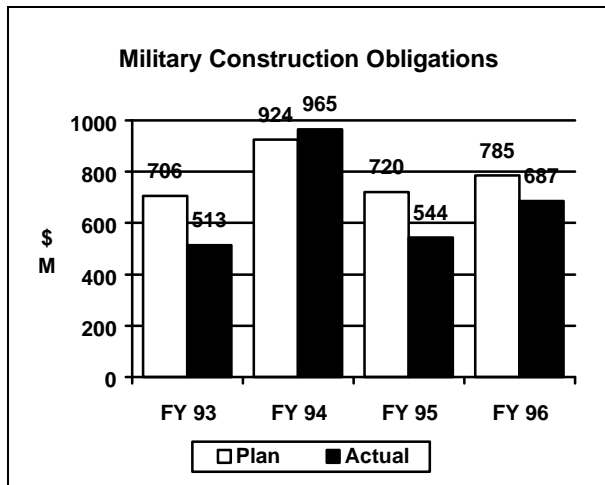
Measure: Completion of BRAC actions

Results: During FY 1996, the Army closed the last of its BRAC 91 closures, Fort Devens.

BRAC 93 actions remain ahead of schedule. All BRAC 95 actions are well underway.

Objective: *Improve award rates for Military Construction and Army Family Housing Construction projects.*

Measure: Military Construction program awards versus planned

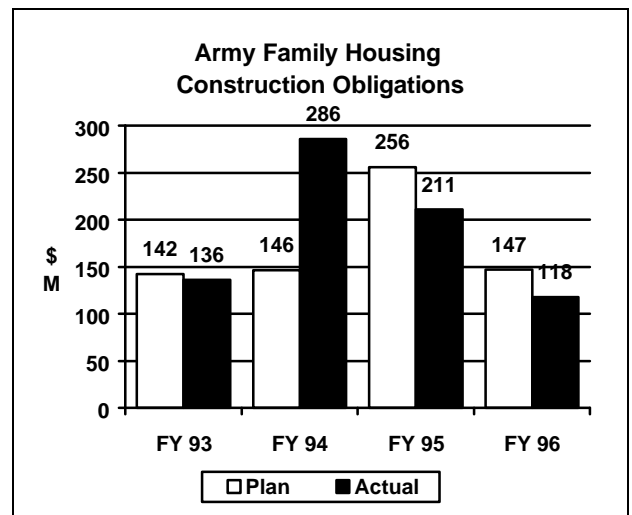


Results: For FY 1996, Military Construction awarded 88 percent of program funding. Projects not awarded were delayed

because of a lack of State permits (for Chemical Demilitarization, environmental issues, etc).

Measure: Army Family Housing Construction program awards versus plan

Results: Army Family Housing Construction awarded 80 percent of program funding and 77 percent of the planned projects. Three projects were not awarded because higher-than-expected bids were received; projects are being readvertised



Installations are not just homes to soldiers and their families; each installation provides both training facilities and support services that directly contribute to unit readiness.

THE ARMY ENVIRONMENTAL PROGRAM

The Army strives to be a leader in environmental and natural resource stewardship. In FY1996, the Army continued implementing the environmental strategy introduced in FY 1993, which translates broad policy into discrete actions organized under four pillars: compliance, restoration, prevention, and conservation.

Goals, Objectives, and Performance Measures

Goal: *Good stewardship and protection of the environment are integral parts of the Army's overall mission.*

Supporting goals under the four strategy pillars are as follows:

- **Compliance**—Ensure that all Army sites attain and sustain compliance in the face of changing regulations.
- **Restoration**—Protect human health and the environment as quickly as resources permit.
- **Prevention**—Adopt and implement integrated management approaches, procedures, and operations in all Army mission areas in order to minimize all environmental contamination and pollution.
- **Conservation**—Use all means consistent with Army missions to conserve, protect, and enhance cultural resources so that present and future generations may use and enjoy them.

With attainment of the following objectives, the Army demonstrates its commitment to being a national leader in environmental stewardship, protecting resources entrusted to its care, and cleaning up past transgressions.

Objective: *Attain and sustain compliance at all Army installations and communities.*

Measure: Number of New Enforcement Actions (notices of violations, warning letters, compliance agreements, and law suits).

Results: The FY 1996 target was a 10 percent reduction from FY 1995. In FY 1996, the Army achieved an actual reduction in New Enforcement Actions of 31 percent, from 320 to 221.

	FY 94	FY 95	FY 96

New Enforcement Actions	360	320	221
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Measure: Amount of Assessed Fines/ Penalties

Results: The target for FY 1996 was less than \$1 million dollars in assessed fines/penalties. The Army surpassed the target by 61 percent, with assessed fines/penalties totaling less than \$0.4 million dollars.

Assessed Fines/Penalties	FY 93	FY 94	FY 95	FY 96
Number	26	51	21	11
Dollars in millions	\$3.7	\$6.3	\$0.6	\$0.4

Objective: *Clean up previously contaminated lands as quickly as funds permit.*

Measure: Identification and screening of Site

	FY 93	FY 94	FY 95	FY 96
Potential sites identified	10,850	11,081	10,486	10,362
Potential sites screened	99%	99%	100%	100%
Sites restored	153	169	169	96

Results: All sites requiring a measure of cleanup have been identified. Reduction in potential sites reflects transfer of sites to the BRAC program and refinement in the database. Remedial action is in place or completed at 96 installations.

Measure: Number of clean National Priority List sites Number of sites on National Priority List installations requiring no further action.

FY 1995: 368 of 1,662 completed
FY 1996: 555 of 1,970 completed

Results: Petitioned to remove Riverbank Army Ammunition Plant (full installation) and one site at Rocky Mountain Arsenal for delisting from the NPL in FY 1996.

A cleanup site was removed from NPL at Fort Lewis, the first DOD installation to achieve site removal from the NPL. Petitioned to remove Riverbank Army Ammunition Plant (full installation) and one site at Rocky Mountain Arsenal for delisting from the NPL in FY 1996.

Measure: Percentage of fund for cleanup.

	FY 94	FY 95	FY 96
Cleanup	50%	56%	68%
Studies	40%	34%	22%
Management	10%	10%	10%

Results: In FY 1996, accomplished 68 percent clean up, thus exceeding the DOD goal by 18 percent.

Objective: *Reduce pollution to as near to zero as possible, including source reduction, resource recovery and recycling, energy efficiency, and environmental research and development.*

Measure: Reduction in Toxic Release Inventory (TRI) Measures progress toward hazardous waste reduction. The overall reduction

goal is 1.25 million pounds by CY 1999 from CY 1994 baseline. Interim targets are as follows:

CY 1994 - 2.5 million pounds
CY 1995 - 1.8 million pounds
CY 1996 - 2.0 million pounds

Results: Actual CY 1995 TRI is 1.74 million pounds.

Measure: Hazardous waste disposal costs. Net cost of disposing of hazardous waste

Baseline:	\$58M
FY 1994	\$66M
FY 1995	\$71M
FY 1996	\$63M

Results: Increases from the baseline reflect inflationary cost. Emphasizing pollution prevention to reduce future costs.

Objective: Enhance mission use of land and conservation of natural and cultural resources through the preparation and implementation of integrated management plan.

Measure: Number of integrated natural resources management plans

Required:	144
Current and in effect:	35
In progress:	109

Results: Our planning process is under way or completed for all required sites.

Quality of Life

Quality of life is a key element of readiness and an important factor in ensuring that the Army attracts and retains quality soldiers. More than any other factor, quality of life influences a soldier's decision to re-enlist or to leave the Army. Therefore, focusing on issues important to the men and women, both single and married, who serve the Nation is essential to gain stability in the ranks. Now at 65 percent, an overwhelming percentage of the Army's soldiers are married. In addition to their pay, retirement benefits, and adequate health care, soldiers and their families are concerned about the quality of facilities and availability of services where they work and live. Other concerns include support to their families during deployments, availability of commissaries, child care, and the full range of morale and welfare recreation programs. Our goal is to provide an adequate level of support at a reasonable cost to soldiers while continuing to comply with pertinent laws, such as the Military Child Care Act, and Department of Defense guidance. Here are two measures of performance in the QOL area:

Community Recreation

Objective: *Increased quality customer-driven programs to meet the interests of the customer.*

Measure: Increased technical training for staff to improve and expand leisure opportunities

Technical Training FY 1995	10
Technical Training FY 1996	18*

* Automotive skills contracted for training at installations-more cost effective for more staff.

Objective: *Continual reduction of substantiated abuse cases*

Measure: Number of substantiated case of abuse

	FY 93	FY 94	FY 95	FY 96
Cases	11,028	10,444	10,026	9,562

As noted earlier, Part III of the Installation Status Report will include a Baldrige-based organizational assessment designed to evaluate progress toward specific quality goals. By using these criteria, installations will improve the quality of community services. They also will contribute to an increased sense of pride in the profession and the community that will sustain each soldier, civilian employee, and family member through the most demanding of times. The assessment criteria, when used effectively, will give installations the ability to assess quality of life using output-oriented metrics.



Family Advocacy Program

Quality of life for both married and single soldiers is a top priority of the Army. It is an extremely important factor in ensuring that we attract and retain quality soldiers. Quality of life, more than any other single factor, influences a soldier's decision to re-enlist or leave the Army. We are committed to ensuring adequate health care, pay housing, and retirement benefits.



INFORMATION MANAGEMENT

The Information Technology Management Reform Act (ITMRA) became law as part of the National Defense Authorization Act for Fiscal Year 1996. The Act mandates that a Chief Information Officer (CIO), who reports to the Chief Executive Officer (Secretary of the Army), be appointed in each executive agency. As an executive agency, the Army has designated its CIO and is implementing the other ITMRA requirements.

A key focus of Army's performance management is its information technology investment program. Here, the Army seeks to improve its information technology support of command, control, communications, computers, and intelligence (C4I) mission goals.

Goals, Objectives, and Performance Measures

Goal: *Winning the battlefield information war.*

The Army's emphasis is to transition information management systems into a secure, seamless, and interoperable architecture for maximizing information flow to the warfighter.

The new CIO status will help ensure Information Technology readiness by securing funding and implementing the Army Enterprise Strategy (AES). This strategy lays out 10 principles for achieving information superiority in fighting wars against any opponent. As a crucial first step, the Army is providing new structural order, discipline, and an integrated methodology and framework in its architectures. This strategy, known as the Army Enterprise Architecture (AEA) program, encompasses all information requirements, technical standards, and systems descriptions, regardless of the information systems used.

The AEA transforms operational visions and associated required capabilities of the warfighter into a blueprint for an interoperable and integrated set of information systems. The new order will enable timely horizontal information technology

insertion while emphasizing expansion and adherence to information standards. Interoperability standards will allow cutting across functional "stovepipes", and other Services' C4I boundaries.

Over time, the Army Technical Architecture (ATA) will ensure effective design, evolution, and integration of C4I systems. Effective integration requires information standards be expanded and embedded in weapons and sustaining base systems. The Army is now accelerating the completion of its operational architecture to provide baseline information exchange requirements for specifying what information systems are to do and where their functions are to be performed. Accordingly, the AES and AEA will help guide the Army to fulfill the goals of its information technology investment program.

Objective: *Maintain power projection for command, control, communications, and computer infrastructure (PPC4I).* PPC4I is a tenet of the Army Enterprise Strategy. This is a

major objective that digitizes communications at selected installations through hardware and cable upgrades, system interoperability, and software development.

Measure: Installation of PPC4I at designated installations

Results: During FY 1996, PPC4I efforts concentrated on the modernization of Army installation backbone Local Area Networks (LANs) at Forts Campbell, Lewis, and Bliss. Work continued on LANs at Forts Hood and Stewart, with completion scheduled for early FY 1997. Telephone switches were replaced at Fort Stewart and upgraded at Forts Hood and Bliss, and at Kwajalein Atoll. Switches were expanded at Forts Campbell, Benning, and Lewis. Cable rehabilitation projects

were awarded at Forts Bragg, Hood, Stewart, Campbell, Lewis, and Bliss. Both the switch and cable projects are being installed with scheduled cut-over dates in the FY 1997 timeframe. The Router program continued the technology insertion effort, which includes installation of larger capacity servers to support increased Defense Information Systems Network (DISN) bandwidth (CISCO 7500 series routers and AS 5100 series access servers). Progress through FY 1996 has been considerable, and is expected to remain on schedule in FY 1997. Additional funding is required to keep the program on schedule through FY 1997 and FY 1998.

Decisive victory in the 21st century will be achieved by dominating the enemy in speed, space, and time and by achieving and sustaining a high pace of continuous operations in all types of environments. Competitive advantage will derive from quantity, quality, and use of information.



MILITARY OPERATIONS OTHER THAN WAR

By preparing to fight to win the Nation's wars, the Army develops the leaders, organizations, equipment, discipline, and skills for many military operations other than war (MOOTW). The Army has supported such operations throughout its history, but it has never faced such a complex and sensitive variety of peace enforcement, peacekeeping, counterdrug operations, humanitarian assistance, disaster relief, noncombatant evacuation, and support to other Federal, State, and local agencies.

The Army usually conducts such operations as part of a joint team, often with other government agencies and with foreign governments. All components of the Army active, reserve, and civilian-are involved in military operations other than war.

Counterdrug Operations

The FY 1989 National Defense Authorization Act mandated Department of Defense involvement in counterdrug activities. DoD was directed to lead in the detection and monitoring of the illegal aerial and maritime flow of drugs into the United States; integration of the command, control, communications, and intelligence network; and employment of the Army National Guard to support State efforts.

The Army provides operational and nonoperational support to civilian drug law enforcement agencies (DLEAs) and military commanders.

Army counterdrug efforts are focused in three areas: at the source countries, in transit from the source countries, and in the Continental United States. Army personnel provide intelligence analysis, linguistic support, engineering support, ground and air transportation, aerial and ground reconnaissance, and special operations training to 2,000 DLEAs, including the Federal Bureau of Investigation, the Customs Service, the Border Patrol, the Drug Enforcement Administration, the Coast Guard, and the National Park Service.

In addition to working on the domestic scene, the Army provides resources and operational personnel, through the State Department, to assist selected countries in combating the production and trafficking of illegal drugs. The Army trains foreign counterdrug forces in skills ranging from light infantry operations to maintenance and logistics support.

America's Army contributes to the Nation's counterdrug effort with approximately 4,000 active and reserve component soldiers in support of DLEAs on a daily basis.

The threats we face today as Americans respect no nation's borders. Think of them-terrorism, the spread of weapons of mass destruction, organized crime, drug trafficking, ethnic and religious hatred, aggression by rogue states, environmental degradation. If we fail to address these threats today, we will suffer the consequences in all our tomorrows.

President William J. Clinton

More than 150 soldiers and Army civilians are permanently assigned to joint counterdrug task forces or detailed to Federal agencies to coordinate military support. The Army has supported DLEA training requests within budget, manpower, and equipment capabilities. The Army also supports Foreign Host Nation civil and military DLEAs worldwide with training, aviation transportation support, and reconnaissance support.

As of September 30, 1996, the Army had loaned, leased, or transferred more than \$179 million worth of equipment to DLEAs: pistols, rifles, shotguns, night vision devices, light utility vehicles, helicopters, radar, radios, etc. The Army has rotary wing aircraft on loan to the Drug Enforcement Administration, Customs Service, and Border Patrol. In FY 1996, the USAR conducted more than 267 counterdrug missions involving approximately 2,830 soldiers. Support was provided to DLEAs and Commanders in Chief (CINCs) in intelligence, linguists, transportation, maintenance, and engineering support.

Counterdrug Goals, Objectives, and Performance Measures

It has been difficult to determine appropriate goals, objectives, and measures of successful performance of Army counterdrug support. Traditional measures attempt to link Army efforts to the price and availability of illegal drugs on the street, but such measures are more applicable to the DLEAs. Measures linked to efficiency and satisfaction of the supported DLEAs are more appropriate for the Army. These could include the level of effort provided, satisfaction of the supported agency, and added DLEA capabilities. Further studies of measures are being conducted by DoD and the Army.

United Nations Peacekeeping Operations

America's Army plays a major role in DoD and U.S. support of United Nations (UN) peacekeeping and peace enforcement operations. Pursuant to Section 7 of the United Nations Participation Act (22 U.S.C. 287-d-1), more than 1,050 Army Reserve personnel serve as guards, observers and in other noncombatant capacities.

The Army serves as Executive Agent (EA) or Responsible Agent, for those in Iraq-Kuwait, Israel, Syria, Georgia, Western Sahara, and UN Headquarters in New York. The Army is also EA for the Multi-National Force and Observers in the Sinai, Egypt, an international organization that serves outside UN auspices. EA responsibilities include directing military departments to detail personnel to

UN missions; furnishing facilities, services, supplies, and equipment; and obligating funds and procuring assistance as required.

The U.S. Military Observer Group Washington (USMOG-W), activated in 1993, serves as the DoD proponent for management of Army EA responsibilities for U.S. military observers, individuals, and special teams serving in UN and other multinational observer organizations. USMOG-W provides command and control, and implements DoD policy regarding personnel, logistics, administration, and operations in support of those UN missions for which the Army is responsible.

In FY 1996, more than 15,000 Army Reserve personnel were deployed overseas from more than 40 units for real-world missions and/or training exercises to more than 50 nations to support combatant commands.

USAR soldiers also provided humanitarian aid and performed nation-building activities in support of peace operations. USAR soldiers provided airlift support in Bosnia, engineering and maintenance activities in Southwest Asia, and medical and engineering assistance in South America.

These missions demonstrate the readiness of USAR combat support and combat service support units and afford the Army Reserve an opportunity to exercise deployment and redeployment operations. Such missions reinforce the USAR's forward presence,

strengthen readiness, and support priorities of combatant Commanders-in-Chief. In FY 1997 approximately 17,500 Army Reserve personnel are expected to deploy on missions to support combatant commands.

The Army National Guard Overseas

During FY 1996, Army National Guard soldiers were deployed overseas for real-world missions, to support combatant commands and United Nations peacekeeping forces, and to participate in routine training exercises. Army National Guard units also supported overseas Commanders-in-Chief strategies for national assistance. In all, 25,240 soldiers were deployed and spent in excess of 828,000 mandays overseas. The total number of soldiers, by theater, is outlined below:

THEATER	# SOLDIERS	# MANDAYS
ATLANTIC	1,303	45,299
CENTRAL	756	16,990
EUROPEAN	9,304	508,484
PACIFIC	2,177	39,373
SOUTHERN	11,700	218,156

Disaster Relief and Humanitarian Efforts

The Army serves as DoD Executive Agent for Military Support to Civil Authorities within the 50 States, territories, and possessions, and responds to a wide range of domestic emergencies. During FY 1996, the Army provided support to several major disasters, including the winter storms, western U.S. wildfires, West Virginia floods, and Hurricanes Bertha, Fran, Hortense, and Edouard.

The greatest share of DoD involvement in supporting civil authorities during FY 1996 was performed by the Army National Guard and the Air National Guard. In FY 1996, 50 State and territorial National Guard organizations reported involvement in emergency response missions. A total of 419 call-ups were reported in response to these civil emergencies, expending more than 716,120 mandays. Of these missions, 260 involved natural disasters, 56 encompassed civil emergencies, 32 supported law enforcement operations, and the remaining 71 of various emergency categories resulted in SENTRY in Macedonia, and Multi-National Force of Observers in the Sinai. Army units provided a monthly National Guard manday average of 59,677.

During FY 1996 more than 1,000 active and reserve personnel responded to national-level disasters and emergencies. The most shocking was the July 19, 1996, downing of TWA Flight 800 off the coast of New York, in which civilians and family members

were killed. Other major disaster relief contributions included providing support during the bombing of Centennial Olympic Park in Atlanta, Georgia. DoD also deployed a task force to provide contingency support to the 96 Summer Olympic Games. More than 10,000 soldiers, both active-duty and National Guard, were deployed and on call to support this historic event.

Also during FY 1996, the Army conducted numerous OOTW missions' including: peace enforcement operations as part of OPERATION JOINT ENDEAVOR in Bosnia, peacekeeping operations such as OPERATION ABLE SENTRY in Macedonia, and Multi-National Force of Observers in the Sinai. Army units provided humanitarian and civic assistance during OPERATIONS PACIFIC HAVEN and MARATHON PACIFIC; Noncombatant Evaluation Operation ASSURED RESPONSE in Liberia; and finally, as a show of force to deter Iraqi aggression in Northern Iraq, Army units participated in INTRINSIC ACTION, DESERT FALCON, and DESERT STRIKE.

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